

*For JOT Training*

AC/PPS/TR

14 April 1958

C/JOTP/TR

**Proposed Training Program**

1. The Junior Officers Training Program proposes herewith a basic curriculum or plan for the training of JOT's.

2. We have attacked the question from the point of view of how best to use the capabilities of OTR as they may be brought to bear on our problems in order that we may better serve the Agency, not only in the immediate future but in the long range evolution of the Program. We believe this plan embodies the needs of the Program and provides opportunity to solve the difficulties we may face in conducting it. Because we are convinced of its soundness, we urge that serious consideration be given to this proposal.

3. Although the flow diagram shows specific periods for each element of the plan, these are for illustrative purposes only and will no doubt be changed as the content of the separate courses is determined.

4. The plan is in accord with the "school" concept of OTR in that it sets up elementary and advanced levels in courses with the former pre-requisite to the latter such as Freshman English is sometimes basic and pre-requisite to courses in the Modern Novel, the Drama, Poetry, and 19th Century Literature in a college.

5. The plan assumes that the proposed 24 week course in Operations can be divided into two segments: a relatively short basic or "elementary" block, and an extended "advanced" or intensive block (or blocks) of instruction for those being prepared for a career in the Clandestine Services. Satisfactory completion of the "elementary" block plus the recommendation of Chief/OS will, for JOT's, be prerequisite to entrance to the "advanced" course.

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Essential to our concept are the provisions for

- (a) plenty of scope and opportunity to evaluate the type of work each JOT should be trained for intensively, and
- (b) a relatively short basic experience in on-the-desk training to precede intensive formal training, thus placing this training in proper context (which has been strongly advocated by JOT's and the instructional staff).

6. The purposes to be served by the "Elementary Operations" Course, the creation of which will be the key to the success of our plan, are

- (a) to teach basic operational skills to be used as tools in the Advanced Operations Course;
- (b) to obtain from C/OS (AF/OS and OS instructors) critical evaluations of each JOT's potential for the Clandestine Services;
- (c) to give A&E Staff opportunity to observe the JOT's in action type work and "gut feel" situations in evaluating them for OS work;
- (d) to provide the inexperienced JOT with a realistic exposure to the OS work as a background for his own evaluation of his fitness for the Clandestine Services;
- (e) to give the JOT sufficient background so that if chosen for OS his on-the-desk trial work can be done effectively.

7. The suggested program provides

- (a) for appreciable breaks between long courses at [REDACTED] in which the staff may report, retool, take leave, etc. 25X1A2g

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- (b) opportunity to evaluate the JOT thoroughly before designating his long range program of training through:
  - 1. instruction reports,
  - 2. AAE assessment under simulated working and stress conditions,
  - 3. supervisors' reports,
  - 4. JOTP staff opinions,
  - 5. his own reaction to his varied experiences.
- (c) opportunity for the DDP to use a long course twice a year,
- (d) for on-the-desk experience before taking the long course thus improving the quality of the training,
- (e) easy adjustment of course content without dislocating the entire program,
- (f) opportunity for military JOT's to make decisions on remaining in the Agency on a more realistic basis,
- (g) the JOT with solid understanding of the context in which he is working,
- (h) possibility to continue the highly desirable personal teaching contacts in ITC,
- (i) for two JOT classes a year thus facilitating
  - 1. recruitment (many reasons),
  - 2. administration of the varied requirements of the military program,
  - 3. permanent placement in the substantive divisions,

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4. placement in on-the-desk training (half as many at a given time),
  5. better planning by the DDP for absorption of JOT's,
  6. flexible handling of individual cases, meeting crash requirements, etc.
  7. determination of a fair promotion policy for trainees,
  8. the training of "internal" JOT's.
- (g) a more even flow of JOT's into the DDP,
- (k) possibility for an experienced DDP person to take a course in his particular requirement in minimum time and at a more convenient time (without taking an entire course open only once a year),
- (l) variety in training assignments which will improve JOT morale during the period in which we hope to motivate him for career service and improve the efficiency with which he works,
- (m) reduction in numbers to be handled at one time in courses offered by IS and SIC,
- (n) for the JOT to get his "teeth into" substantive work earlier in his career, hence gain motivation by satisfying his drive for actual work,

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8. In effect, the plan comprises the following elements and approximate periods of time:

EOD

Stand by

until the program begins, the individual will be given language training, research,

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| a few days  | Processing            | Greeting, orientation to the Program, Wifes' briefing, etc.  |
| 2 weeks     | Special IOC           | Organization of CIA, functions, the Intelligence Community, etc.   |
| 4-6 weeks   | ITC or equivalent     | Basic DDI Techniques, Research, Analysis, Briefing, Reports, Debriefing, Pre-requisite to course for DDI assignments   |
| 6-8 weeks   | Elementary Operations | Basic preparation for Advanced Operations Course. What Aptitudes for what types of work. Pre-requisite to Advanced Operations Course   |
| 2-3 weeks   | Communism             | Basic course at JOT level - Pre-requisite to other Communism courses   |
| 1 week      | Break                 | By this time it will be possible to make fairly accurate decisions on placements - Marginal cases for DDP might be given a chance to prove themselves on the desk - DDI and DDS types take special preparation |
| 12-14 weeks | On-the-desk trial     | Basic DDP Headquarters tasks - Reports from Supervisors on aptitudes, attitudes, quality of performance - Final decisions re extended training in Advanced Operations Course - Pre-requisite to this course.   |

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| 16-18 weeks | Advanced Operations | Intensive training for junior case officer work in the field |
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Note: It will be at about this time for most JOT's that

- (a) the probationary <sup>year</sup> period will end,
- (b) they will become eligible for promotion,
- (c) active duty of OCS officers will end.

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| Indefinite | On the desk | Advanced training in preparation for field assignment (including language training) and permanent assignment. |
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